

**STEPHEN F. ADAMINI'S
RESPONSE TO SENATOR BISHOP'S QUESTIONS**

1. What goals would you like to achieve during your time on the board?

I would like to preserve, protect and strengthen the role that Northern Michigan University plays in the lives of students, citizens, and educators in the Upper Peninsula; and maintain its role in promoting, preserving and developing the economic interests of the Upper Peninsula and the State of Michigan.

2. In your discussions with the governor's office prior to your appointment, what was the general charge given to you?

The Governor reminded me of the vital role that education plays in the economic welfare of this state, and her desire that NMU continue providing a high quality educational opportunity for its students and that it also continues the vital service role it has provided in the past to the citizens of the Upper Peninsula. The Governor also stressed the importance of "getting the most bang for the buck" in view of the tight budgetary constraints the State is facing.

3. Over the last 15 or 20 years it seems that all state universities have been expanding programs to try to offer everything to everyone. Do you think this is a good idea?

I think there is a mission for each educational institution. Unnecessary duplication should be avoided.

4. There is a proposal to separate funding of the State's three largest universities from the other twelve universities. Should the University of Michigan, Michigan State University, and Wayne State University be funded separately?

I believe the mission of the three large research universities is different in many respects than the mission of the other universities; however, I believe that each university should be provided the resources necessary to fulfill its mission.

5. Under what circumstances would you vote to increase tuition at your school?

I would vote to raise tuition only if I felt the quality of the education provided and the degrees awarded would be diminished without it.

6. Do you think your university has done a good job of controlling costs? Where would you find additional cost savings?

I have been briefed by the Northern Michigan University Administration on what cost saving controls have been implemented in the past few years and those that are being planned for the future. I was pleased with the information that was provided. With respect to the future, I intend to thoroughly examine any proposed budget with cost savings in mind because I have always believed that "if you watch the nickels and dimes, the dollars take care of themselves."

7. What type of outcomes should the university measure to determine if it is being successful? (i.e. graduation rates, how long it took to graduate, job placement in the graduates major, etc.) Does your university currently do anything like this?

A combination of all of those listed factors should be used. It is my understanding that the university is compiling this data.

8. What is your position on the importance of state universities as authorizers of charter public schools?

I think that any and every charter public school should be held accountable for the public tax dollars they receive. I believe that universities are appropriate authorizers provided they take their role of maintaining accountability seriously.

9. What is your opinion of the new constitutional amendment banning the use of race and gender preferences in public university admission? How will you ensure that the amendment is implemented at your university?

I voted against the new amendment when it was on the ballot. However, as a member of the Michigan Bar and pursuant to the Oath of Office I took, I am required to observe the law and to see that it is fully implemented.

10. In which areas of technological research does your university specialize? How effective is your school at commercializing this research to help grow the state's economy?

Northern Michigan University has not been known as a major "research" university. It has, however, played an important role in training and educating students for employment positions in the Upper Peninsula.

Many skills are taught at the Jacobetti Skill Center that are directly related to jobs in various sectors of the local economy, including mining, construction trades, aviation maintenance, electrical linemen, etc.

The university also has cooperative programs with Marquette General Hospital and Pioneer Surgical Laboratory which involve research, academic programs, and hands-on job experiences. Almost all of the graduates of these programs immediately find employment upon graduation.

11. Do you see postsecondary education as mainly a conduit to the work world or is there intrinsic value to pursuing a higher education?

I believe that these values are intrinsically intertwined and cannot be separated. There is a great economic value to both the individual and society in general resulting from the pursuit of postsecondary education.

12. Do you think that K-12 institutions are doing a good job of preparing students for college? Why?

Yes; however, more will have to be done in the future as a greater percentage of high school graduates pursue postsecondary education.